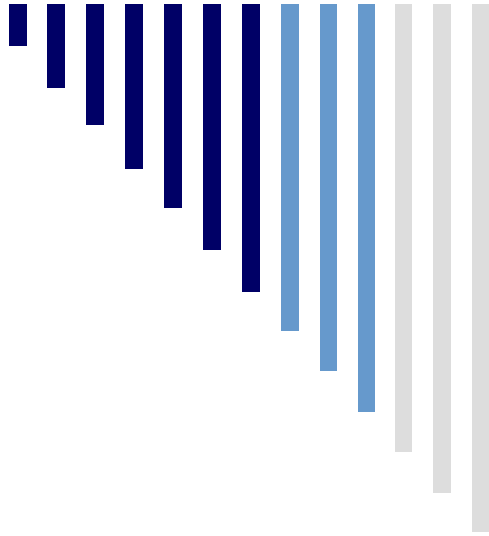


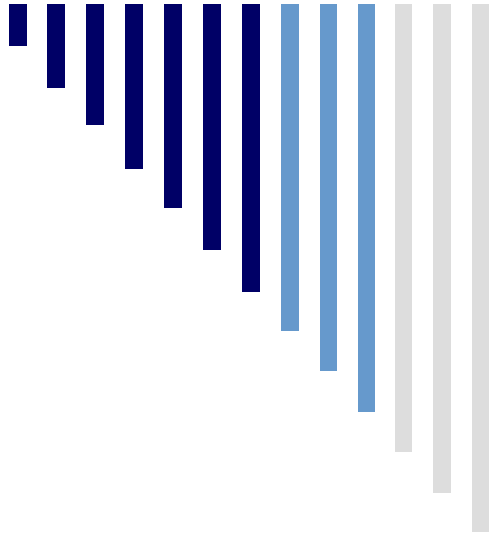
# The Use of OH&S Management Systems to Manage Complexity

Thea D. Dunmire, JD, CIH, CSP  
ENLAR® Compliance Services  
[www.enlar.com](http://www.enlar.com)

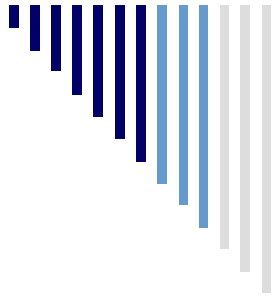


Why Am I Discussing  
“Managing Complexity”?

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# What is Complexity?



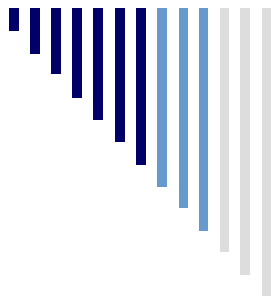
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# Components of Complexity

- Mechanical Complexity
  - Complexity of Knowledge
  - Administrative Complexity
-

# The Growth of Complexity

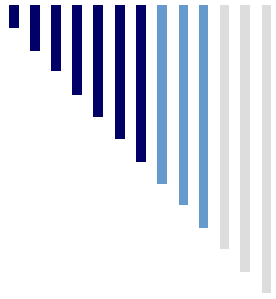




# We Live in a World of Increasing Complexity

Information and technological  
developments are expanding at  
an unprecedented pace.

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# Other Factors Driving Complexity

- ☐ Specialization
  - ☐ Diversity
  - ☐ Globalization
-



# Complexity Is Important to OH&S Management





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# Failures of Complex Systems Can Have Catastrophic Consequences

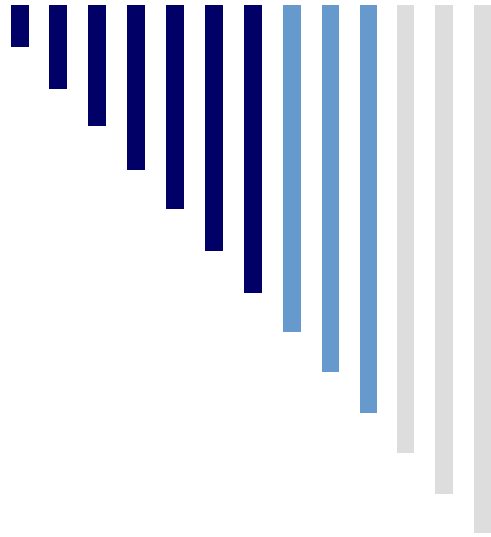
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“Change Management” is  
Critical in Complex Systems

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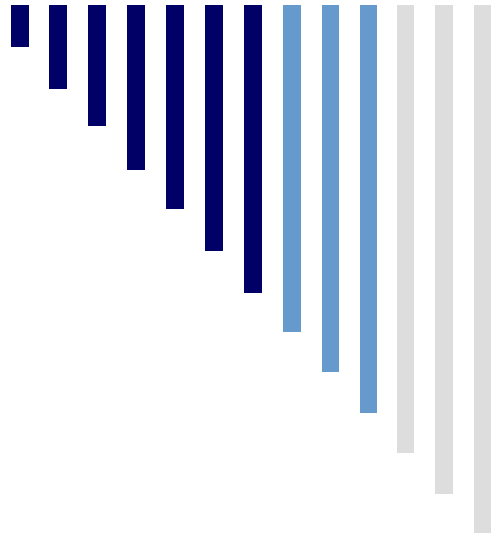


Appropriate Tools are  
Needed to Supplement  
Human Capabilities

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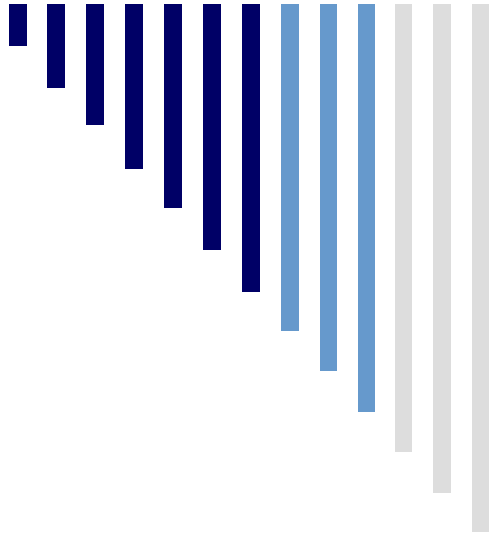
# Coping with Complexity





Organizations must  
manage complexity –  
they can't eliminate it.

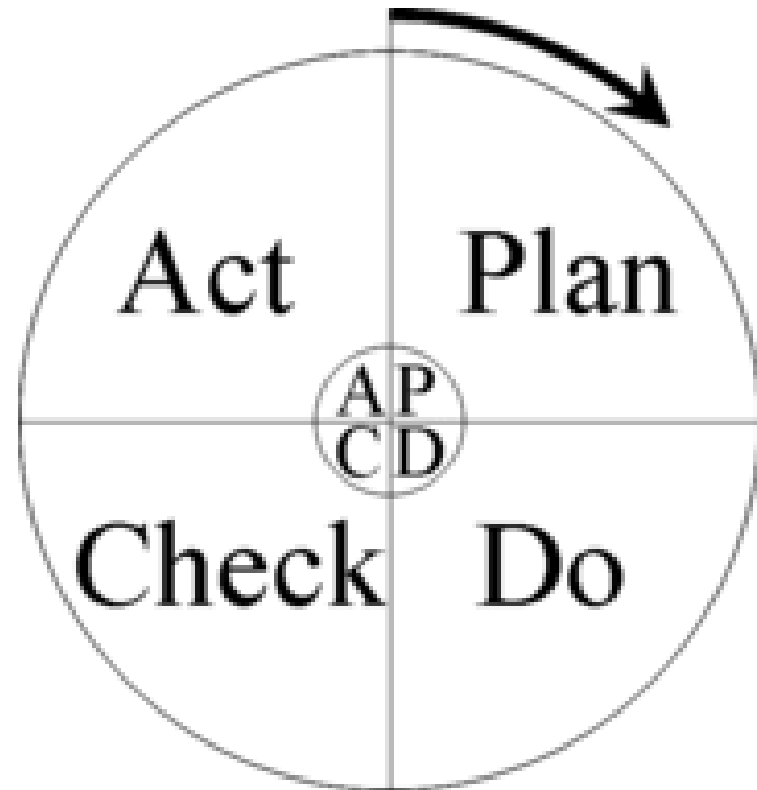
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# What Guidance Does the Past Provide?



# Deming - PDCA



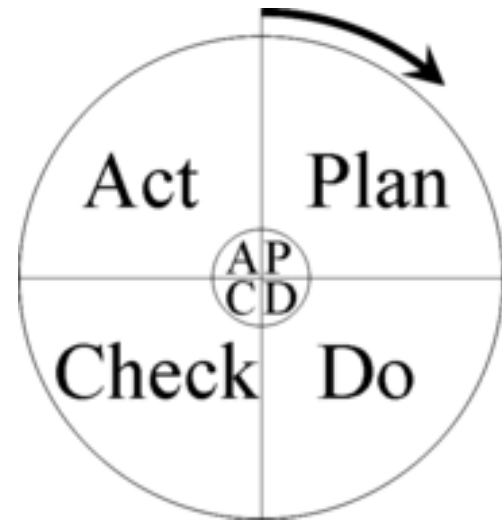


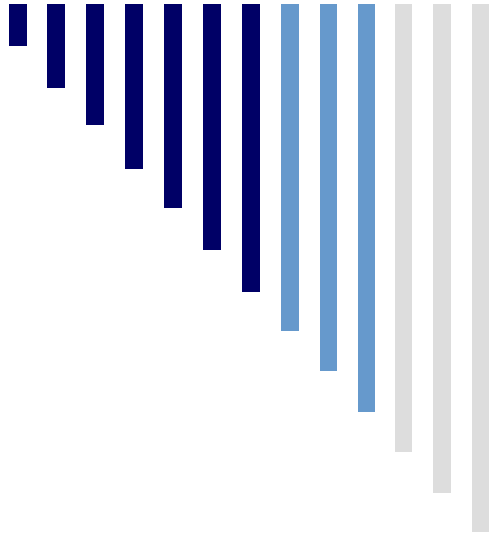
# Using an OH&S Management System Helps Manage Complexity

# OHSAS 18001:2007

*Occupational Health & Safety  
Management Systems - Requirements*

**7 Key Management  
System Concepts That  
Help Manage Complexity**





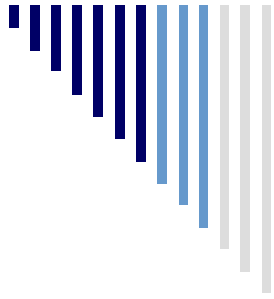
# 1. Defining Purpose & Values to Guide Behavior



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# Defining an OH&S Policy = Defining Purpose & Values

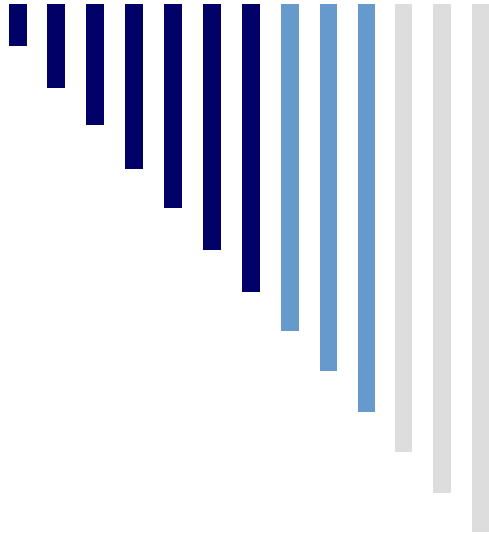
- OH&S Policy (**Element 4.2**) includes “Values”
    - Compliance with Legal Requirements
    - Prevention of Injury & Ill Health
    - Continual Improvement
-



How Does  
This Help  
Manage  
Complexity?

Values Guide Actions  
Better Than “Rule  
Books”





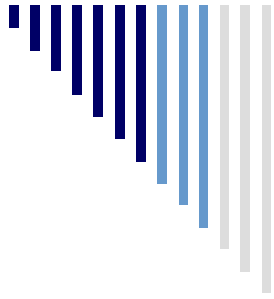
## 2. Identifying and Focusing on What Matters



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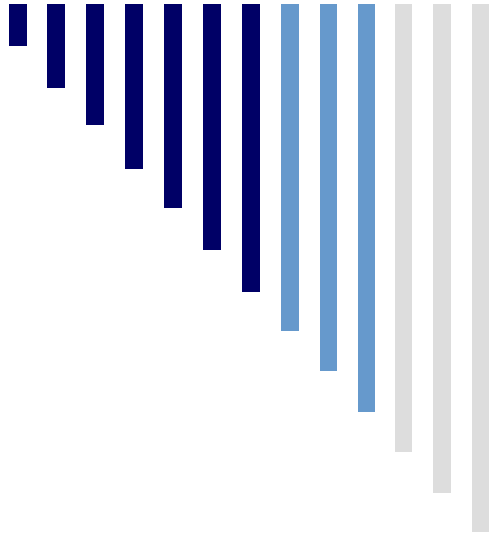
# OH&S Planning = Focusing on What Matters

- Element 4.3.1 – Hazard Identification, Risk Assessment & Determining Controls
  - Element 4.3.2 – Identification of Legal Requirements
  - Element 4.3.3 – Establishing Objectives & Implementing Plans to Achieve Them
-

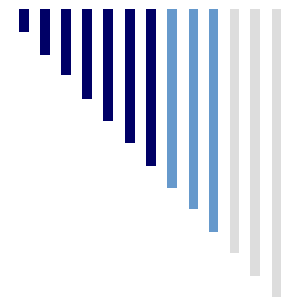


How Does  
This Help  
Manage  
Complexity?

Application of the  
Pareto Principle  
(the 80/20 Rule)



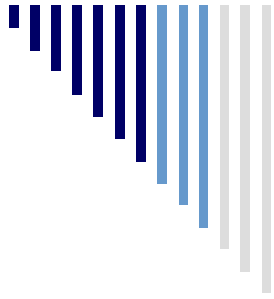
### 3. Delegation & Deference to Expertise



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# Defining Competency & Responsibility/Accountability = Delegation & Deference to Expertise

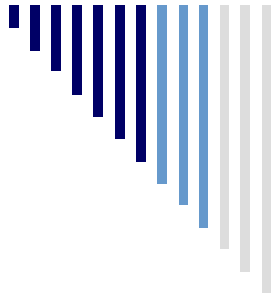
- Element 4.4.2 – Competence, Training & Awareness
  - Element 4.4.1 – Resources, Roles, Responsibility, Accountability & Authority
-



How Does  
This Help  
Manage  
Complexity?

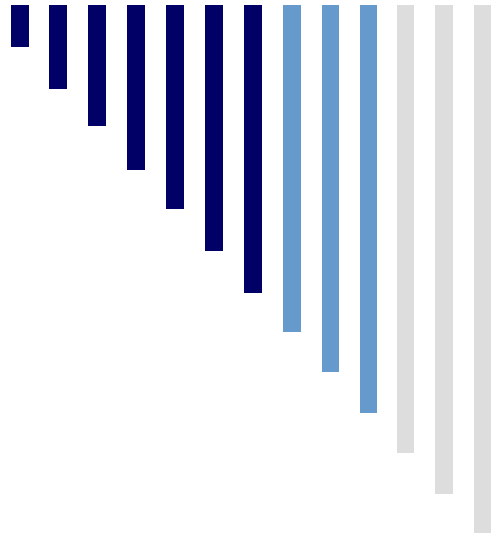
Complex Tasks are  
Best Addressed  
Through Expertise





How Does  
This Help  
Manage  
Complexity?

Responsibilities  
Need to be Defined  
to “Be Real”



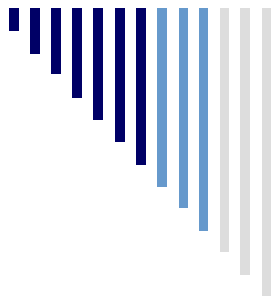
## 4. Development of Standardized Business Processes

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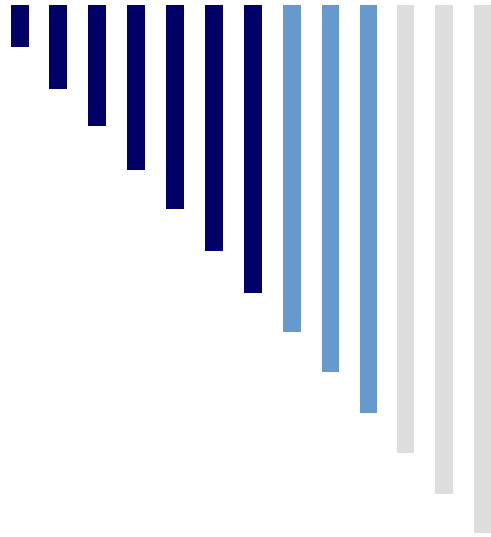
# OH&S Documentation = Standardized Business Processes

- ☐ Element 4.4.4 – Documentation
  - ☐ Element 4.4.6 – Operational Control
-

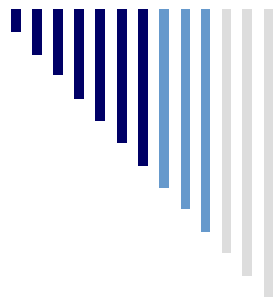


How Does  
This Help  
Manage  
Complexity?

Say what you do –  
Do what you say.



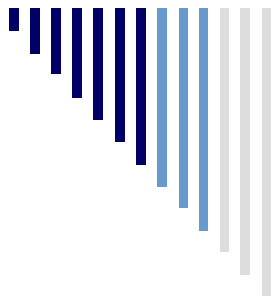
## 5. Implementation of “Early Awareness” Systems



# Management of Change = Early Awareness

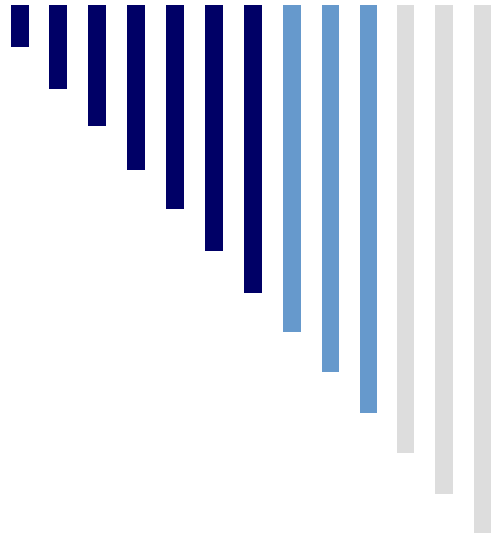
- Element 4.3.1 – Hazard Identification, Risk Assessment & Determining Controls
  - Element 4.4.6 – Operational Control (Stipulation of Operating Criteria)
  - Element 4.5.1 – Performance Measurement & Monitoring (Proactive Measures of Performance)
-





How Does  
This Help  
Manage  
Complexity?

Fix it Now –  
or Pay for it Later.



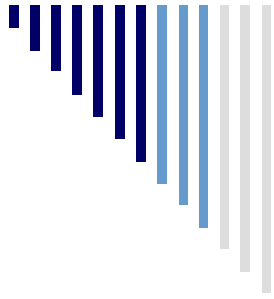
## 6. Focusing on Incremental Change

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# Continual Improvement = Focusing on Incremental Change

- Element 4.3.3 – Establishing Objectives & Implementing Plans to Achieve Them
  - Element 4.6 – Management Review (Evaluation of the Continuing Suitability, Adequacy and Effectiveness of the Management System)
-



How Does  
This Help  
Manage  
Complexity?

Don't Try to Change  
Everything at Once

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## 7. Recognition of the Need for Both Management & Leadership

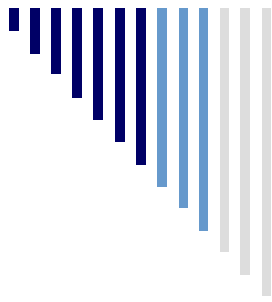
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# Ongoing Top Management Involvement = Leadership

- Element 4.2 – Defining an OH&S Policy
  - Element 4.4.1 – Resources, Responsibility & Accountability
  - Element 4.6 – Management Review
-



How Does  
This Help  
Manage  
Complexity?

Both overall direction  
(leadership) and  
attention to details  
(management) are  
needed for success



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# Additional Resources

- OHSAS 18001:2007
- ANSI Z10
- [www.OHSAS18001expert.com](http://www.OHSAS18001expert.com)

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